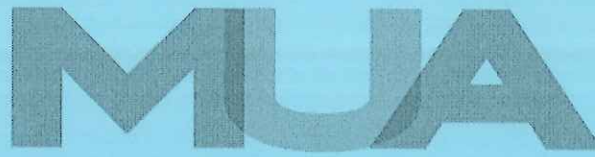


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 311 : POWER AND LEADERSHIP

DATE: 6TH APRIL 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the question below and answer the questions that follow

After getting promoted to the position of the Chief Finance Officer Theresa was sure that this was the perfect opportunity to showcase the capability that women have when it comes to leadership. She quickly swung into action and instituted strict measures to ensure financial prudence in an organization where several loopholes appeared to cripple the organization. Based on her high level of expertise in auditing and financial management, Theresa assured the Board of Directors that it was a matter of time before the organization came back to its former glory. She vowed to disapprove those who were opposing against her promotion based on her gender.

To begin with, Theresa instructed employees in her department to follow the right procedures with military precision. No one was allowed to deviate from the procedures without prior approval. Mistakes would not be tolerated. All the staff were to receive regular training. She offered to coach, train and even mentor employees in her department. Banking on her likable character, Theresa gained the approval of almost all the employees in her department. She liaised the organization with people in her wide network who started doing business with the organization. When the organization started getting back on the track, employees from the whole organization started talking about her as the best thing that happened to the organization. They started holding her in very high esteem.

Theresa's impressive performance has made other senior managers to have a different perspective with regard to the ability of women to perform challenging tasks in the organization. Suggestions on how to make the work place more conducive for female workers have been well received and efforts to implement them are being supported by all the managers regardless of their gender.

Required

- a) Using examples from the case, discuss the power bases that Theresa relied on
(8 marks)

- b) Using the social exchange theory, evaluate how Theresa acquired power after she became the Chief Finance Officer (3 marks)
- c) Indicate eight factors that account for the glass ceiling phenomena (8 marks)
- d) Discuss the leadership development strategies that have been cited in the case (6 marks)

QUESTION TWO

- a) Using relevant examples, critique the use of coercive power in modern organizations (5 marks)
- b) As a leadership expert, discuss four positive effects of power in an organization (10 marks)

QUESTION THREE

- a) Using relevant examples evaluate the rationale for the ethical exercise of power in organizations (15 marks)

QUESTION FOUR

- a) Discuss how multiparty feedback works as a strategy for bringing about leadership development (5 marks)
- b) Power and leadership are based on influence. Evaluate the proactive influence tactics that leaders use to influence their subjects (10 marks)

QUESTION FIVE

- a) Explain five reasons why managers need power in organizations (5 marks)
- b) Examine five guidelines for the application of reward power in an organization (5 marks)
- c) Evaluate the role of action learning in leadership development (5 marks)

QUESTION SIX

- a) Resistance is one of the outcomes of an influence attempt. Discuss the meaning of resistance, indicating the ways in which the target person is likely to respond (5 marks)

- b) "It is not the cry but the freight of the wild duck that makes the rest to fly and follow" (Chinese proverb cited by John Adair, 1989). Evaluate the validity of this statement in light of the role of leadership in an organization (10 marks)